

2010 Hiring Reform Action Plan	
<b>Hiring Reform Initiative #1:</b> Eliminate written essay style questions (KSAs) when submitting initial application for any Federal job.	<b>Date:</b> July 30, 2010 Revised August 26, 2010
<p><b>Describe the barrier, problem, or deficiency being addressed:</b></p> <p>From a technology standpoint, DOJ components have identified no barriers in eliminating KSAs when an applicant initially applies for a Federal job. The HR IT systems in use by DOJ (i.e. Avue, Monster, USAStaffing, EMPOWHR) have the capability to eliminate essay-style questions. Most DOJ components have configured these systems to meet their internal needs; therefore, system modifications will be largely handled by individual DOJ components, based on Departmental guidance.</p> <p>However, the elimination of narrative responses when applicants initially apply to Federal jobs places a heavy burden on DOJ. DOJ components currently use a self-assessment method to evaluate candidates for a majority of their positions, using a combination of multiple choice questions and narrative KSAs. Significant work needs to be performed by DOJ components to evaluate existing question libraries, restructure applicant questions, develop new occupational questions, and implement a multi-step evaluation process. Without the necessary evaluation/assessment tools in place, qualification determination will become a more labor intensive process and hiring times will likely increase.</p> <p>Although DOJ-wide assessments are anticipated for the future, the cost for development has not been submitted for inclusion in DOJ's budget for fiscal years 2011 and beyond. Currently only 2 of DOJ's 17 components employ the necessary qualified personnel (i.e., industrial-organizational psychologists) to develop assessments. These staffs have developed valid assessment tools for a few of mission critical positions (e.g., criminal investigators) but both components report that they do not possess sufficient resources needed to support the development of the necessary valid, legally defensible assessment tools to support their own organizations. Consequently, DOJ is unable to leverage these resources for an overarching department-wide effort. DOJ will continue to be dependent on a self-assessment methodology until valid assessments are available. (See also discussion under hiring initiative #2.)</p>	
<p><b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b></p> <p>Lack of strategic attention and investment in hiring. OPM should address this issue specifically by 1) developing valid assessment tools that can be used across jobs and agencies, and 2) with full OMB/Administration support, obtaining federal funding necessary on behalf of agencies for the development of assessment tools.</p>	
<p><b>Define success or the desired outcome upon completion of applied tasks:</b></p> <p>Adopt hiring procedures that eliminate essay style questions when applicants initially apply for any Federal job. Develop automated valid assessment tools that can be used across the Department.</p>	

**Primary Action Planning Team****Lead:** Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS)**Members:** Kristen Klein (DOJ Hiring Reform POC) and Ariel Plisko (both HRPAS); and DOJ Component Hiring Reform POCs

Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed <sup>1</sup>
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be required until full implementation of initiative.)	7/16/10-10/15/10	DOJ Components	\$32,000
DOJ HR IT systems are not currently configured for a multi-step assessment process; therefore, system modifications are necessary to separate initial assessment (eligibility & basic qualification) from qualitative assessment (KSAs). Expectation that implementation will occur by 11/1/10.	Modify DOJ HR IT systems to eliminate narratives and implement a multi-step assessment process.	6/1/10-11/1/10	DOJ Components w/ COTR reps under JMD HR policy	No known IT costs
Components streamline job announcements to ensure they are written in plain language and repetitive language is removed, and announcements comply with merit system principles, laws and regulations.	DOJ job announcements are streamlined (Goal: 3 pages max).	6/1/10-10/15/10	DOJ Components under JMD HR guidance and policy	N/A
Eliminate essay-style questions when applicants submit initial application and allow cover letters with resumes or simple applications.	100% DOJ job announcements do not require narrative KSAs in the initial application phase.	11/1/10	DOJ Components under JMD HR guidance and policy	TBD
Reduce the % of applicants who abandon the	Establish baseline data with 4 <sup>th</sup> Qtr survey.	10/1/10	DOJ	TBD

<sup>1</sup> Costs identified throughout this action plan reflect portions of existing FTE/level of effort except for those costs associated with assessment procurement/development.

application process because the process is cumbersome.	Establish acceptable threshold.	11/01/10	Components and JMD HR thru Applicant Survey	
MAT Training required for DOJ HR Staff to conduct job analysis.	50% DOJ HR Staff is trained to conduct job analysis.	By 9/15/10 <sup>2</sup>	OPM	Total MAT cost: \$719,300
	85% DOJ HR Staff is trained to conduct job analysis.	By 10/15/10 <sup>2</sup>		
	100% DOJ HR Staff is trained to conduct job analysis.	By 10/31/10 <sup>2</sup>		
Conduct job analyses to determine job-related competencies for all DOJ positions. (Note: DOJ Components have identified critical competencies for various mission critical positions (MCOs); however, critical competencies have not been developed for all identified MCOs.)	Critical competencies are identified for all direct line MCO's (e.g., 1811s).	6/30/2011	DOJ Components	TBD
	Critical competencies are identified for Administrative MCOs.	12/31/2011		
	Critical competencies are identified for non-MCOs.	12/31/2012		
Analyze and determine the appropriate assessment strategies for all DOJ positions.	Assessment strategies developed for direct line MCOs (e.g. 1811s).	8/31/2011	JMD HR & DOJ Components	TBD
	Assessment strategies developed for Administrative MCOs.	2/28/2012		
	Assessment strategies developed for non-MCOs.	2/28/2013		
Develop valid, fair, and effective assessment tools to meet hiring needs, ensuring assessments meet applicable regulatory and statutory requirements.	Valid DOJ-wide assessment tools developed and implemented.	TBD <sup>3</sup>	OPM	If developed by DOJ, require \$3M in budget allocation. <sup>3</sup>

<sup>2</sup> Assumes training can be scheduled by 8/15 and sessions can be videotaped so DOJ can distribute to Components. DOJ Components have identified 770 HR staff members who require training. Training needs were forwarded to OPM 7/12/10, per OPM request.

<sup>3</sup> DOJ is relying on release of OPM Assessment Tools; otherwise, DOJ anticipates, conservatively, at least \$3M will be needed to develop and/or procure effective, valid, legally defensible assessment tools and this amount would include limited licensing costs. Additional costs, post development/initial procurement will be incurred and are TBD. These costs would be to maintain/expand licensing and update assessments as needed. Again, conservatively, we estimate the annual maintenance/update is cost would be \$1-\$2M annually.

2010 Hiring Reform Action Plan	
<b>Hiring Reform Initiative #2:</b> Allow individuals to apply with resume and cover letters, and assess applicants using valid, reliable assessment tools.	<b>Date:</b> July 30, 2010 Revised August 26, 2010
<b>Describe the barrier, problem, or deficiency being addressed:</b> <p>DOJ components have identified no technology barriers to implementing this initiative. Current HR IT systems in use (i.e. Avue, Monster, USAStaffing, EMPOWHR) have the capability to permit applicants to apply with resumes and cover letters. Most DOJ components have configured their HR IT systems to meet their internal needs; therefore, any system modifications that may arise will be handled largely by individual DOJ components, based on Departmental guidance.</p> <p>DOJ components currently use a self-assessment method to evaluate candidates for a majority of their positions, using a combination of multiple choice questions and narrative KSAs. Significant work needs to be performed by DOJ components to evaluate existing question libraries, restructure applicant questions, develop new occupational questions, and implement a multi-step evaluation process. Because the majority of resumes do not provide HR staffs the information needed to make qualification determinations, hiring will become a more labor intensive process and hiring times likely will increase absent adequate evaluation/assessment tools. DOJ envisions that initial qualification determination will be made by HR IT systems upon application and qualitative analysis will be performed at a second step for those determined to be qualified. This will appear seamless to the applicant (i.e. a pop-up box will appear after applicants initially apply, providing status of their application, and instructing those found to be qualified to respond, in 500 characters or less, to a select few narrative questions for further consideration). DOJ HR IT systems currently are not configured for a multi-step assessment process; therefore additional system modifications are necessary to separate basic assessment (i.e. eligibility and qualification determinations vis a vis specialized experience) from qualitative assessment (e.g., KSAs).</p> <p>DOJ supports the use of better assessment tools; however, DOJ possesses insufficient resources and budget to develop valid competency-based assessment tools. Although DOJ-wide assessments are anticipated for the future, the cost for development has not been submitted for inclusion in DOJ's budget for fiscal years 2011 and beyond. Currently only 2 of DOJ's 17 components employ the necessary qualified personnel (i.e., industrial-organizational psychologists) to develop assessments. These staffs have developed valid assessment tools for a few of mission critical positions (e.g., criminal investigators) but both components report that they do not possess sufficient resources needed to support the development of the necessary valid, legally defensible assessment tools to support their own organizations. Consequently, DOJ is unable to leverage these resources for an overarching department-wide effort. As a result, DOJ requires extensive assistance and additional resources in order to effectively meet this initiative. DOJ will continue to be dependent on a self-assessment methodology until valid assessments are available.</p> <p>Currently, Federal human resources programs and initiatives are budgeted largely from an administrative (HR salary and expenses) rather than a programmatic standpoint and there is no executive branch or congressional requirement to do otherwise. DOJ's mission is to enforce the laws of the United States and to prosecute offenders of those laws. Part of OPM's mission is to provide the infrastructure for Federal hiring which includes development of assessment tools. Without corresponding attention to and investment in the infrastructure, the improvements envisioned with the current hiring reform initiative will be very modest. We propose that the Administration, through OPM and OMB, address this issue specifically and provide a framework with attendant budget proposals</p>	

to obtain the funding necessary to assess applicants for Federal jobs effectively and efficiently. Hiring decisions have long-term implications for an organization. Investing on the front-end of the process results in better job matches and enhanced performance. It also would reduce remedial training and development costs, and management and HR time and cost in dealing with performance related issues and actions. In addition, better job matches will have a positive impact on employee morale for those employees who often must undertake work that cannot be handled by, or is not assigned to, poor performers. The Federal government should be leveraging its collective buying power to develop and implement a top-quality hiring program to include a variety of assessment strategies and tools that can be used across jobs and agencies.

**Describe what is causing the barrier/problem (i.e., What is the root cause?):**

Lack of strategic attention and investment in hiring. OPM should address this issue specifically by 1) developing valid assessment tools that can be used across jobs and agencies, and 2) with full OMB/Administration support, obtaining federal funding necessary on behalf of agencies for the development of assessment tools.

**Define success or the desired outcome upon completion of applied tasks:**

Adopt hiring procedures that allow applicants to apply for Federal employment by submitting resumes and cover letters, and assess applicants using valid, reliable tools.

**Primary Action Planning Team**

**Lead:** Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS)

**Members:** Kristen Klein (DOJ Hiring Reform POC) and Ariel Plisko (both HRPAS); and DOJ Component Hiring Reform POCs

**Action Steps**

<b>Actions to be Taken</b>	<b>Key Deliverables/Output/Measure</b>	<b>Start Date/ End Date</b>	<b>Responsible Party (Parties)</b>	<b>Budget, Resources, and Approvals Needed</b>
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be required until full implementation of initiative.)	7/16/10-10/15/10	DOJ Components	\$32,000
Perform HR IT system modifications to permit applicants to apply with resumes and cover letters or completing simple, plain language applications.	Applicants may apply for DOJ positions using a resume and a cover letter.	6/1/2010-10/15/2010	DOJ Components w/ COTR reps under JMD HR	No known IT costs
	Establish a baseline from 4 <sup>th</sup> Qtr FY2010 Applicant Survey regarding ease of applying.	11/1/10		TBD
Revise job announcements, applicant instructions, and internal policies to accept resumes as complete application package (w/ request for additional information and supporting documentation at a later stage of the assessment process).	Job announcements, applicant instructions, and internal policies are revised in accordance with 2010 Hiring Reform "resume only" initiative.	6/1/2010-10/15/2010	DOJ Components under JMD HR guidance and policy	\$16,200

MAT Training required for DOJ HR Staff to conduct job analysis.	50% DOJ HR Staff is trained to conduct job analysis.	By 9/15/10 <sup>4</sup>	OPM	Total MAT cost: \$719,300
	85% DOJ HR Staff is trained to conduct job analysis.	By 10/15/10 <sup>4</sup>		
	100% DOJ HR Staff is trained to conduct job analysis.	By 10/31/10 <sup>4</sup>		
Conduct job analyses to determine job-related competencies for all DOJ positions. (Note: DOJ Components have identified critical competencies for various mission critical positions (MCOs); however, critical competencies have not been developed for all identified MCOs.)	Critical competencies are identified for all direct line MCO's (e.g., 1811s).	6/30/2011	DOJ Components	TBD
	Critical competencies are identified for Administrative MCOs.	12/31/2011		
	Critical competencies are identified for non-MCOs.	12/31/2012		
Analyze and determine the appropriate assessment strategies for all DOJ positions.	Assessment strategies developed for direct line MCOs (e.g., 1811s).	8/31/2011	JMD HR & DOJ Components	TBD
	Assessment strategies developed for Administrative MCOs.	2/28/2012		
	Assessment strategies developed for non-MCOs.	2/28/2013		
Develop valid and reliable assessment tools to meet hiring needs, ensuring assessments meet applicable regulatory and statutory requirements.	Valid DOJ-wide assessment tools developed and implemented.	TBD <sup>5</sup>	OPM	If developed by DOJ, require \$3M in budget allocation. <sup>5</sup>

<sup>4</sup> Assumes training can be scheduled by 8/15 and sessions can be videotaped so DOJ can distribute to Components. DOJ Components have identified 770 HR staff members who require training. Training needs were forwarded to OPM 7/12/10, per OPM request.

<sup>5</sup> DOJ is relying on release of OPM Assessment Tools; otherwise, DOJ anticipates, conservatively, at least \$3M will be needed to develop and/or procure effective, valid, legally defensible assessment tools and this amount would include limited licensing costs. Additional costs, post development/initial procurement will be incurred and are TBD. These costs would be to maintain/expand licensing and update assessments as needed. Again, conservatively, we estimate the annual maintenance/update cost would be \$1-\$2M annually.

**Agency/Component:** Department of Justice

2010 Hiring Reform Action Plan				
<b>Hiring Reform Initiative #3(A):</b> Use Category Rating.			<b>Date:</b> July 30, 2010 Revised August 26, 2010	
<b>Describe the barrier, problem, or deficiency being addressed:</b> DOJ has had a category rating plan in place since 2006. This plan was revised in May 2010 to incorporate changes resulting from 2010 Hiring Reform initiative and remove previous Departmental review and approval requirements for use of the authority. Accordingly, components may now use DOJ’s plan, or develop their own as long as it conforms w/ DOJ and regulatory requirements.  Only seven out of DOJ’s 15 competitive service components with delegated HR authority are currently using category rating for some of their positions. Based on component input, training for HR staff and hiring managers is required to address lack of knowledge of category rating process. In addition, current self-assessment scored methodologies need to be converted to our category rating methodology. This can be accomplished in all of our existing hiring systems, but there is a level of effort involved in doing so. In addition, changes to the assessment questionnaires also may be required.				
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b> DOJ HR staff lacks skill set to develop and administer category rating procedures and methodology and to train hiring mangers in category rating process. Manager and HR concerns that a broader selection pool actually will be available through this process. Reviewing and reconfiguring HRIT system and regulatory requirements to ensure compliance and usability is time-consuming and labor-intensive making it unlikely that the 11/1/10 implementation deadline will be met. Category rating is not always the optimal method by which to rate, rank and refer candidates.				
<b>Define success or the desired outcome upon completion of applied tasks:</b> Fully implement category rating for competitive service positions within DOJ by 12/31/2011.				
<b>Primary Action Planning Team</b> <b>Lead:</b> Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS) <b>Members:</b> Kristen Klein (DOJ Hiring Reform POC) and Ariel Plisko (both HRPAS); and Component Hiring Reform POCs				
Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be extended until full	7/16/10- 10/15/10	DOJ Components	\$32,000

	implementation of initiative.)			
Revised and implemented DOJ Category Rating Plan.	Revised plan implemented.	5/17/2010	JMD HR	\$22,500
JMD HR develop category rating vacancy announcement template.	Job announcement template with standardized language, including category rating, created and distributed.	9/2/10	JMD HR	N/A
Components revise external job announcements to include category rating procedures (i.e. how applicants will be evaluated and KSA narrative responses are not required upon initial application).	DOJ job announcements are revised to address category rating process.	8/15/10 - 10/15/10	DOJ Components under JMD HR guidance and policy	TBD
Modify HR IT systems, as necessary (e.g., automatically default to category rating process; revise vacancy announcement and certificate templates; application of vet preference when merging categories etc.).	DOJ HR IT systems incorporate category rating procedures.	By 10/15/10	DOJ Components w/ COTR reps under JMD HR policy	No expected IT cost
MAT training required in category rating for DOJ HR staff and hiring managers.	50% DOJ HR staff and hiring managers are trained to administer category rating process.	By 9/15/10 <sup>6</sup>	OPM	Total MAT cost: \$719,300
	85% DOJ HR staff and hiring managers are trained to administer category rating process.	By 10/15/10 <sup>6</sup>		
	100% DOJ HR staff and hiring managers are trained to administer category rating process.	By 12/31/10 <sup>6</sup>		
Implement Category Rating procedures for competitive service positions within DOJ supported by valid assessment tools, while safeguarding veterans' preference rights. <sup>7</sup>	25% of DOJ competitive service positions are hired via category rating procedures.	By 11/1/10	DOJ Components	N/A
	50% of DOJ competitive service positions are hired via category rating procedures.	By 5/1/11		
	75% of DOJ competitive service positions are hired via category rating procedures.	By 8/1/11		
	98% of DOJ competitive service positions are hired via category rating procedures.	By 12/31/11		
	Accountability audits reflect proper adjudication of veterans' preference and proper placement of veterans' preference eligibles in the ranking process.	TBD		

<sup>6</sup> Assumes training can be scheduled by 8/15 and sessions can be videotaped so DOJ can distribute to Components. DOJ Components have identified 770 HR staff and 4,048 hiring managers who require training. Training needs were forwarded to OPM 7/12/10, per OPM request.

<sup>7</sup> DOJ's Category Rating policy refers to the Delegated Examining Operations Handbook and the Uniform Guidelines on Employee Selection which encompass the use of valid assessment tools.



2010 Hiring Reform Action Plan				
<b>Hiring Reform Initiative #3(B):</b> Use Category Rating.			<b>Date:</b> July 30, 2010 Revised August 26, 2010	
<b>Describe the barrier, problem, or deficiency being addressed:</b> One (1) DOJ component uses a highly customized automated standing inventory staffing system through Monster for its mission critical positions. A new contract with Monster was awarded 6/1/2010. Development work is necessary to comply with 2010 hiring reform initiatives and use category rating method for these standing registers. Estimated completion/implementation date is 6/30/2011.				
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b> One (1) DOJ component’s automated standing inventory staffing system currently is not configured to use category rating.				
<b>Define success or the desired outcome upon completion of applied tasks:</b> Implementation of customized standing inventory system for one (1) DOJ component’s mission critical positions in order to adopt category rating hiring procedures.				
<b>Primary Action Planning Team</b> <b>Lead:</b> Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS) <b>Members:</b> Kristen Klein, DOJ Hiring Reform POC, and Ariel Plisko (both HRPAS); and DOJ Component Hiring Reform POC				
Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due until full implementation (July 16, Aug 16, Sept 17, Oct 15, Nov 15, Dec 15, Jan 14, Feb 15, Mar 15; Apr 15; May 16; June 30).	7/16/10-6/30/11	DOJ Component	\$32,000
Customization by Monster of standing inventory staffing system for mission critical positions (e.g., automatically default to category rating process; revise vacancy announcement and certificate templates; application of vet preference when merging categories etc.)	Completion of customization in a test environment.	7/31/10-6/15/11	DOJ Component/Monster	N/A
	Implementation.	6/30/11		

2010 Hiring Reform Action Plan	
<b>Hiring Reform Initiative #4:</b> Ensure manager responsibility and accountability for hiring through full involvement in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and interviewing process. In addition, make managers accountable for recruiting and hiring highly qualified employees and supporting their successful transition into the Federal service, beginning with the first performance cycle starting after November 1, 2010.	<b>Date:</b> July 30, 2010 Revised August 26, 2010
<b>Describe the barrier, problem, or deficiency being addressed:</b> The DOJ has 22 performance management programs. DOJ JMD HR will coordinate with components to ensure performance work plans and performance elements for managers and supervisors involved in the hiring process are revised to hold managers/supervisors accountable for recruitment and transitioning employees into the Federal workforce. A few components already have incorporated hiring process measures into their performance plans. The relationship with and involvement of managers/supervisors varies greatly among DOJ Components. Most DOJ Components report that managers are not actively engaged in the hiring process despite repeated attempts by HR staffs. There is also a low response rate on the online Manager's Satisfaction Survey (addressed under hiring reform initiative #5). Manager training on manager involvement in the hiring process and interviewing techniques is needed. Majority of DOJ components do not have the resources to develop/conduct management training. DOJ components also need to restructure internal work processes to more effectively engage managers in workforce planning, job analysis, recruitment strategies, and the assessment process.	
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b> Requires a culture change. The complexity of the Federal hiring process to include myriad rules, regulations and procedures to administer an exception-based hiring program, conflicting public policies on merit-based hiring, lack of adequate assessment tools, lack of knowledge and infrastructure to carry out workforce planning effectively and the appropriations process, which by definition, inhibits effective long-term planning are all root causes of this problem.	
<b>Define success or the desired outcome upon completion of applied tasks:</b> Hiring managers are actively involved in the hiring process to include collaborating with HR staff on workforce planning, job analysis, recruitment strategies, and the assessment process, and have a greater participation in the successful transition of new employees into the Federal service. HR staffs more effectively engage hiring managers in the hiring process, seeking to know about and understand the mission and corresponding jobs related to it for the organizations to which they provide services.	
<b>Primary Action Planning Team</b> <b>Lead:</b> Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS) <b>Members:</b> Kristen Klein (DOJ Hiring Reform POC), Ariel Plisko, and Elaine Noble (all HRPAS); and DOJ Component Hiring Reform POCs	

Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be extended until full implementation of the initiative.)	7/16/10- 10/15/10	DOJ Components	\$32,000
Communicate expectations for requiring hiring manager involvement in the hiring process –including planning current and future workforce requirements, identifying the skills required for the job and engaging actively in the recruitment and interviewing process– to all managers and supervisors.	Departmental communication from senior DOJ leadership underscoring the role of managers and supervisors in the hiring process.	9/15/10	JMD HR	\$2,000
	Component communication from component senior leadership directing manager and supervisor involvement in hiring and how it will be accomplished and measured within the component	9/30/10	DOJ Components	TBD
Components will modify hiring managers' and supervisors' performance elements and work plans to include accountability for recruiting and hiring, and supporting the successful transition of new employees into Federal service.	Provide performance standards that can be adopted or used as a model for individual component plans, holding managers accountable for recruiting, hiring and transitioning employees.	10/1/10	JMD HR	N/A
	Hiring manager and supervisor performance plans modified to incorporate accountability for recruitment, hiring and transitioning employees.	First performance cycle starting after 11/1/10	DOJ Components under JMD HR guidance and policy	TBD
	Identify current retention rate for new employees and establish baseline data.	11/1/10		TBD
	Examine the employee retention rates and performance ratings after Year 1 <sup>8</sup>	12/31/11		
	Examine the employee retention rates and performance ratings after Year 2 <sup>8</sup>	12/31/12		

<sup>8</sup> Measure will be amended to reflect appropriate enhanced retention rates, once baseline is determined.

Provide every hiring manager training on effective, efficient and timely ways to recruit and hire well-qualified individuals. (Note: Components identified 4,048 DOJ hiring managers. DOJ will record MAT training and provide to components.)	50% Hiring managers/supervisors receive OPM MAT training.	11/30/10	OPM	Training of specialists reflected in the total MAT cost. Manager training: \$558,500
	100% Hiring manager/supervisor receive OPM MAT training.	1/31/10		
Identify additional training needs for hiring managers and supervisors to support their role in workforce planning, recruitment, and hiring process.	Additional training needs identified and delivery plan developed.	6/1/10-11/1/10	JMD HR w/ DOJ Components	TBD
Procure/develop online training from a continuity standpoint.	Provide online training to hiring managers and supervisors.	7/15/11-12/31/12	JMD HR w/ DOJ Components	TBD
Provide supplemental training to hiring managers and supervisors on their role in the hiring process, workforce planning, job analysis, interview techniques.	Hiring managers and supervisors trained on their role in the hiring process, workforce planning, and interview techniques as it relates to DOJ/their component.	By 11/1/11	JMD HR w/ DOJ Components	Estimate based on USDA Course PMGT7102D: \$4,634,960
Provide DOJ HR staffs training on consulting skills to address skills gap.	25% DOJ HR staff trained on consulting skills.	By 11/1/10	DOJ Components	Estimate based on USDA Course CDEV8005D: \$681,450
	50% DOJ HR staff trained on consulting skills.	By 2/28/11		
	75% DOJ HR staff trained on consulting skills.	By 5/1/11		
	100% DOJ HR staff trained on consulting skills.	By 8/31/11		

2010 Hiring Reform Action Plan				
<b>Hiring Reform Initiative #5:</b> Improve the quality and speed of hiring by reducing the time it takes to hire mission-critical and commonly filled positions; measuring the quality and speed of the hiring process; and analyzing the causes of agency hiring problems and actions that will be taken to reduce them.			<b>Date:</b> July 30, 2010 Revised August 26, 2010	
<b>Describe the barrier, problem, or deficiency being addressed:</b> DOJ HR IT systems have mechanisms to measure time to hire; however, DOJ does not have a centralized HR IT system and not all DOJ components have fully implemented their HR IT system’s functionality. Due to DOJ decentralized HR IT program, these reporting requirement(s) will be performed individually (and in some cases manually) by components. DOJ components have established baseline hiring data using OPM’s End to End (E2E) Hiring Model and are currently measuring and analyzing their hiring processes to identify areas where hiring time improvements can be made. Two DOJ components have already analyzed their hiring processes and are addressing areas in need of improvement. All DOJ Components report lengthy pre-employment background investigations required for many DOJ positions create challenges in meeting OPM’s 80 Day Hiring Model. Completion of the Manager’s Satisfaction Survey to date has been unsatisfactory and efforts are currently underway to increase the response rate.				
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b> Delays in pre-employment testing (e.g. medical, polygraph, full background checks) required for most DOJ positions have been readily identified as barriers. Additional root causes will be identified as a result of components’ continued collection and analyses of E2E data. Manual collection and computation of hiring data/statistics due to lack of automation of the full hiring cycle (i.e. requisition through onboarding) and/or lack of integration between HR systems performing these functions enhances the difficulty of this task.				
<b>Define success or the desired outcome upon completion of applied tasks:</b> Improve the quality and speed of hiring by reducing the time it takes to hire mission-critical and commonly filled positions; measure the quality and speed of hiring quarterly using the E2E Hiring Model and Manager Satisfaction Surveys; and analyze the causes of hiring problems and identify actions that will be taken to reduce them.				
<b>Primary Action Planning Team</b> <b>Lead:</b> Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS) <b>Members:</b> Kristen Klein (DOJ Hiring Reform POC), Ariel Plisko, and Rachel Villare (all HRPAS); and DOJ Component Hiring Reform POCs				
Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be extended until full implementation of initiative.)	7/16/10-10/15/10	DOJ Components	\$32,000
Establish baseline hiring data to analyze and streamline hiring processes based on FY2010 2 <sup>nd</sup> quarter data.	End 2 End Hiring Data Report due to DOJ JMD HR 6/30/10.	5/17/10-6/30/10	DOJ Components	N/A

Components will continue to report/analyze hiring data on quarterly basis beginning with FY2010 4 <sup>th</sup> quarter (and each quarter following thereafter).	End 2 End Hiring Data Report due to DOJ JMD HR 10/15/10.	7/1/10-10/15/10	DOJ Components	N/A
	Determine % of applicants hired within 80 days and % reduction in average number of days to hire. <sup>9</sup>			
Components will substantially reduce the time it takes to hire mission critical and commonly filled positions (e.g. Shared Register positions).	Goal: 20% reduction in average time to hire mission critical and commonly filled positions (e.g. Shared Register positions).	7/1/10-6/1/11	DOJ Components	N/A
	Goal: 30% reduction of same.	12/1/11		
	Goal: 40% reduction of same.	6/1/12		
Improve the response rate of the online Manager Satisfaction Survey. Components will educate managers of its importance as part of their training of hiring reform initiatives.	Increase response rate from hiring managers by 25%.	By 11/1/10	DOJ Components & Hiring Managers	TBD
Continue to improve the response rate of the online Manager Satisfaction Survey. Components must issue certificates in their HR IT systems to generate automated Manager Satisfaction Surveys. Components must make response to manager survey mandatory in HR IT system(s).	Substantially increase response rate from hiring managers to 50%.	By 2/28/11	DOJ Components & Hiring Managers	TBD
	Increase response rate from hiring managers to 75%.	By 6/30/11		
	Increase response rate from hiring managers to 100%.	By 12/31/11		
Improve % managers who rate quality of new hires at 8 or higher (on 10 pt scale) at time of hire and 6 months later.	25% of managers rate quality of new hires at 8 or higher, on 10 pt scale, at time of hire and 6 months later. <sup>10</sup>	7/1/10-6/30/11	DOJ Components & Hiring Managers	TBD
	50% of managers rate quality of new hires at 8 or higher, on 10 pt scale, at time of hire and 6 months later. <sup>10</sup>	6/30/12		
	65% of managers rate quality of new hires at 8 or higher, on 10 pt scale, at time of hire and 6 months later. <sup>10</sup>	6/30/13		

<sup>9</sup> DOJ will establish baseline for improvement as a result of analysis of FY2010 4<sup>th</sup> Qtr E2E Hiring Data Report. Measure will be amended accordingly.

<sup>10</sup> All deliverables for this item are dependent on funding for assessment procurement/development and OPM making assessments available across agencies and jobs.

2010 Hiring Reform Action Plan	
<b>Hiring Reform Initiative #6:</b> Notify applicants applying for Federal employment through USAJOBS about their status of their application at key stages of the application process.	<b>Date:</b> July 30, 2010 Revised August 26, 2010
<b>Describe the barrier, problem, or deficiency being addressed:</b> Six of DOJ's 17 components either already meet or will meet this initiative pending release of USAJOBS 3.0. They have identified no barriers to integrating their HR IT systems with USAJOBS 3.0.  Due to a recent contract award (June 2010), a seventh component will be unable to comply with this requirement by November 1, 2010 as significant development work is necessary to re-customize standing registers for several line mission-critical occupations to comply with notification and integration requirements (also addressed under hiring reform initiative #3B). Estimated completion date is 6/30/2011.  Our remaining components are members of a Hiring System Consortium Group. The hiring system used by these components has the capability to automatically generate notices to applicants at four points in hiring process; however, the system is not integrated with USAJOBS due to DOJ's CIO PII concerns (explained further below). In addition, some consortium members have not fully implemented the functionality available in the hiring system. Therefore these components are unable to notify applicants electronically and currently are manually notifying applicants of their status. This will be addressed by individual components upon the group's upcoming conversion to a new hiring system on or about October 30, 2010. DOJ's CIO has identified a security risk associated with interfacing possible personal identifiable information (PII) between a third-party provider and USAJOBS. The primary barrier for complying with the notification initiative will be the DOJ CIO's approval of an Interconnection Security Agreement (ISA) between the automated system's vendor and OPM. An approved ISA will permit the hiring system to interface with USAJOBS 3.0.	
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?):</b> Contractual issues will delay implementation for one component. Cultural issues for DOJ Hiring System Consortium members, and DOJ CIO policy and requirements concerning PII prevent compliance with this particular hiring reform initiative and are the root causes for some DOJ components' inability to integrate currently with USAJOBS as well as future integration with 3.0.	
<b>Define success or the desired outcome upon completion of applied tasks:</b> Notify individuals applying for Federal employment via USAJOBS 3.0 about the status of their application at key stages of the application process.	
<b>Primary Action Planning Team</b> <b>Lead:</b> Monica Doyle, Assistant Director, DOJ, Justice Management Division (JMD), HR Policy & Advisory Services (HRPAS) <b>Members:</b> Kristen Klein (DOJ Hiring Reform POC) and Ariel Plisko (both HRPAS); and DOJ Component Hiring Reform POCs	

Action Steps				
Actions to be Taken	Key Deliverables/Output/Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
DOJ components report to JMD HR monthly regarding their progress on hiring reform implementation.	Progress Reports due July 16, Aug 16, Sept 17, Oct 15. (Note: Will be required until full implementation of initiative.)	7/16/10- 10/15/10	DOJ Components	\$32,000
Components must provide applicant status notification at prescribed 4 points in hiring process.	Departmental written direction to components to comply with this requirement no later than 9/1/10.	8/11/10- 9/1/10	JMD HR	N/A
Customization of DOJ component's standing inventory staffing system for mission critical positions.	Completion of customization in a test environment.	7/31/10- 6/30/11	DOJ Component/Monster	TBD
DOJ CIO's approval of an Interconnection Security Agreement (ISA) between the automated system's vendor and OPM.	All DOJ components, including Hiring System Consortium members, will notify individuals of their application status at the 4 touch points and hiring systems will be integrated with USAJOBS.	9/1/10 - 12/31/10	DOJ JMD HR & CIO, applicable Components, Avue/Monster, and OPM	TBD